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## IMPLEMENTATION

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The Community Plan establishes goals and objectives to guide the growth and revitalization of the Greater North Park community. The goals and objectives outlined in this document are, in effect, calls for action. The formulation and adoption of a community plan is only the first step in a two-step process. The second, and an equally important step is the implementation of the goals and objectives of the community plan. This section lists the actions necessary to implement the Plan.

### IMPLEMENTATION PROGRAM

Each Plan element of this Plan document incorporates a section on implementation which is intended to provide the methodology necessary to implement the goals and objectives of each Plan element. The essence of those recommendations on implementation are set forth in this section as a comprehensive approach to achieving the goals and objectives of this community plan. In addition, other implementation needs such as a future financing plan are discussed in this section.

#### Legislative Implementation

- Prepare tailored zoning regulations for all or portions of the residential sector of the community. Base the design standards and development regulations on the proposed densities of the individual residential areas, the goals and objectives of the **Urban Design Element** and those implementation studies deemed necessary to establish implementing legislation.
- Prepare tailored zoning regulations for all or portions of the commercial sector of the community, including those areas designated for multiuse. Predicate the design standards and development regulations on the goals and objectives of the **Urban Design Element** and those implementation studies deemed necessary to establish implementing legislation.
- Establish residential densities for the commercial and mixed-use areas based upon the appropriate overlying residential area density regulations.
- Establish urban design standards for the entire community and include them as an integral part of the implementing zoning legislation.
- As part of the implementing legislation, establish design standards for the lower-density zones in order to maintain the visual appearance and character of the single-family and lower-density zones.
- Include, as part of all tailored zoning regulations, minimum standards pertaining to, among other provisions, minimum landscaping requirements, floor area ratio and building height limitations, minimum yard and setback requirements, provision for building scale and architectural detailing and provisions for regulations establishing relationships with abutting buildings.

- Establish coordinated parking and landscaping regulations tailored to the needs of the community.
- Establish design standards and zoning regulations pertaining to permitted residential density increases based upon parcel accumulation.

Refinements and modifications to the recommended development intensities for both residential and commercial development, as well as for permitted uses may be incorporated into implementing legislation. In addition, it may be necessary to adjust land use and density boundaries in order to properly apply implementing zoning legislation. In addition, the achievability of recommended development intensities and residential densities may be predicated upon the design standards and development regulations of the implementing legislation.

### **Transportation**

- Incorporate within the Capital Improvements Program recommended circulation and bikeway improvements.
- Upgrade public transit service.

### **Commercial Revitalization**

- Continue the ongoing efforts to revitalize the commercial areas of the community which are included in Business Improvement Districts.
- Promote interest and commitment by local businesses and the community-at-large in the revitalization of all commercial areas of the community.
- Evaluate the feasibility of establishing additional Business Improvement Districts within the community.

### **Preservation**

- Preserve and rehabilitate plan designated single-family and low-density neighborhoods.
- Establish a comprehensive survey program for the purpose of identifying historically and architecturally significant buildings and districts.

### **Parks and Open Space**

- Establish ongoing programs aimed at maximizing the use of existing recreational facilities, maximizing efforts to expand existing recreational facilities, and obtaining financing necessary to maintain these programs.
- Continue the ongoing open space acquisition program.
- Formulate legislation aimed at regulating development within open space and hillside areas.

## **Public Improvements**

Community facilities are normally provided through the City of San Diego's Capital Improvements Program which set forth a six-year program of providing public facilities on a citywide basis. It is the responsibility of the community planning process to identify future public improvements for incorporation into future Capital Improvement Programs. The public improvement set forth in the **Transportation, Community Facilities, Park and Recreation** and **Open Space Elements** of this document provide the combined list of public improvements recommended for the Greater North Park community plan area.

## **Financing**

There are two primary methods of financing public improvements for an urbanized community such as Greater North Park.

The traditional or standard method of financing public improvements is through the Capital Improvements Program which is adopted annually by the City Council. The Capital Improvements Program is a six-year program predicated on monies anticipated being available during that period. Public improvements scheduled for the first year of the Capital Improvements Program are the recipients of funds appropriated by the City Council. Public improvements scheduled over the next five years are based upon funds expected to be available.

A long-term financing program is the Public Facility Financing Plan, the formulation of which is undertaken upon the adoption of the community plan. A Public Facility Financing Plan for the Greater North Park Community would provide for the rehabilitation and construction of the additional public facilities which will be needed as the community develops over the next 20 years and will identify the sources of financing for these facilities.

**TABLE 6**  
**SCHEDULE OF ACTIONS**

<b>Category</b>	<b>Action</b>	<b>Timing</b>	<b>Responsibility</b>	<b>Financing</b>
1. <u>Organization</u> Plan Review and Maintenance	<p>The Plan in itself cannot solve problems. The City of San Diego, with assistance from other agencies, the community planning group and other community organizations, must oversee its implementation.</p> <p>Working together, they should:</p> <ol style="list-style-type: none"> <li>1. Initiate actions to implement Plan proposals.</li> <li>2. Monitor development activity for conformance to the Plan.</li> <li>3. Ensure that the City's Capital Improvements Program is consistent with the goals and recommendations of this Plan.</li> <li>4. Review and update this document and make major amendments when necessary.</li> </ol>	Continuing	Planning Department	City
2. <u>Land Use</u> Development Regulations	Prepare tailored zoning. Initiate rezoning consistent with recommendations in the <b>Housing, Commercial, Open Space and Urban Design Elements</b> .	Immediately	Planning Department	City
3. <u>Commercial Revitalization</u>	Expand and continue the commercial revitalization projects. Areas to receive assistance and improvements should be chosen based upon interest and commitment by local businesses, as well as other factors established by this Plan.	Continuing	Economic Development Division (Property Dept.) and Planning Department	CDGB* and City
4. <u>Cultural and Heritage Resources</u>	Undertake a comprehensive historical and architectural survey of the cultural and heritage resources of the community.	As soon as possible	Planning Department Community and Historical Organizations	To be determined
5. <u>Urban Design</u> Project Review	The <b>Urban Design Element</b> recommendation should guide all discretionary projects.	Continuing	Planning Department	Applicant
6. <u>Parking</u> A. Commercial  B. Residential	<p>Expansion of commercial use should be conditioned on the provisions of off-street parking. Include as part of tailored zoning legislation.</p> <p>As part of the preparation of the tailored zoning legislation, study the parking needs in the residential areas. The configuration and size of garages should be adequate to ensure their use.</p>	<p>Immediately</p> <p>Immediately</p>	<p>Planning Department</p> <p>Planning Department</p>	<p>City</p> <p>City</p>
7. Parks	Use the special parks fees collected on residential development in Greater North Park for the expansion and upgrading of park and recreation facilities and the acquisition of new park acreage.	Continuing	Park and Recreation Department	City
8. Financing	Adopt a financing plan showing public improvements, timing and source of financing.	Immediately	Engineering and Development Department	City

\*Community Development Block Grant

## **SOURCES OF FINANCING**

A number of financing mechanisms are available to implement the variety of public improvements and services called for in this Plan. The Financing plan to be prepared and adopted as part of this community plan will specify the method of financing for all proposed improvements. The following are some of the potential funding sources.

### **Issuance of Special Bonds**

Local governments have traditionally issued bonds to raise the capital needed to construct major public improvements—sewer plants, water systems and public buildings.

Revenue bonds are backed by a reliable flow of future revenues from the facility or enterprise they fund, such as the construction of parking facilities and other such public facilities. Because revenue bonds are secured by the proceeds from the enterprise they fund, they carry higher interest rates than general obligation bonds.

Lease revenue bonds are issued by a non-profit corporation or special authority which constructs a facility and leases it to the City. Lease payments provide the revenue to pay off the bond and, when the bond is retired, the facility is turned over to the City. Some local agencies have used this method to finance administrative centers and schools.

Special assessment bonds are a traditional tool for financing sewer, water, street, sidewalk, street lighting, open space acquisition and similar projects which benefit property owners within a given area. Assessment bonds issued under the Improvement Act of 1911 are secured solely by the properties that benefit from and are assessed for the improvements. Assessment bonds issued under the Improvement Act of 1915 are secured by the assessed property plus a special reserve fund authorized by 1979 legislation to cover delinquencies.

Any of these special bond measures could conceivably be used for improvements in Greater North Park. However, all would entail the prospect of additional financial burdens on all property owners within the assessment district.

### **Business Improvement Districts**

Business Improvement Districts are a mechanism by which business owners may assess themselves, with the City's authorization, to raise money for promotional and other activities which will benefit the business district. A Business Improvement District (BID) is formed under the City's authority but is done so only by petition of business owners. Payments are made through a surcharge on the business license fee.

Funds may be used for the following:

1. Acquisition, construction or maintenance of parking facilities for benefit of the area.
2. Decoration of public places.
3. Promotion of public events.
4. Furnishing of music in a public place.
5. General promotion of businesses in the district.

The formation of BIDs is especially recommended in the revitalization target areas.

## **Fees**

Another potential mechanism for funding facilities and amenities for a commercial revitalization project would be the imposition of special fees on new development within the area.

Unlike taxes, which are levied to raise general revenue, fees are levied to finance a specific activity, facility or service which confers a direct, identifiable benefit on those paying the fee. There are several sources of authority for imposing fees. The Subdivision Map Act authorizes a city to impose fees in lieu of dedications of land or improvements as a condition of subdivision approval. There are several limitations on the imposition of in-lieu fees: 1) there must be an expressed or implied authorization for the item to be funded by the fee; 2) usually, there must be an implementing ordinance; and 3) the fee must be reasonably related to the project being approved.

Another important class of fees is development impact fees charged to new development at the time the project is approved or a building permit is issued. An impact fee is usually charged at a fixed rate per bedroom or per square foot. In addition to financing interim school facilities, impact fees might be used to finance street improvements, sewer and water systems and public facilities serving new development. It is possible that fees could be imposed in Greater North Park for all new development, and that development impact fees also be explored, particularly in conjunction with proposed development intensities or bonuses.

Standard citywide park fees are currently collected at both the subdivision map and building permit stages with one-half the fees being payable at each stage. However, these fees, in themselves are not able to cover all the park improvement costs necessary to upgrade park and recreation facilities in Greater North Park.

Therefore, in order to provide adequate funding for park improvements in the community, the City Council, in April 1984, adopted a special park fee ordinance for the Greater North Park community plan area. These fees are assessed, in lieu of the standard citywide park fees, on residential development within the community and can, by ordinance, only be utilized within the community. The special park fees collected within the community are significantly higher than the standard citywide park fees.

Under various statutory provisions, local governments can charge fees for services such as police and fire protection and for maintenance of existing facilities. In addition to specific state authorization, charter cities, such as San Diego, have a broad implied constitutional authority to impose fees for municipal facilities and services.

## **Community Development Block Grant**

This funding source is now being used both for the commercial revitalization efforts and for housing rehabilitation. Its use is restricted to projects which primarily benefit low- and moderate-income households. It is expected that block grant funding will continue to support these projects.

### **San Diego Gas and Electric Company**

The undergrounding of utilities on major streets should continue to be accomplished by San Diego Gas and Electric (SDG&E). These projects are included in the Capital Improvements Program.

### **Open Space Bonds**

Extensive open space acquisition is currently being accomplished with open space bonds. Efforts should continue to obtain these funds for the appropriate canyon and hillside areas in Greater North Park. A matching-fund program could be established to encourage the use of assessment districts in combination with bond financing.